VILLAGE OF MCFARLAND

NOTICE OF PUBLIC MEETING

Village Board

Thursday, January 30, 2020 **6:00 PM** **McFarland Municipal Center**
Community Room

AGENDA

1. CALL TO ORDER.
2. ATTENDANCE/ROLL CALL.
3. BUSINESS.
   a. Discussion and presentation of final draft of the Village of McFarland 2020-2030 Strategic Plan.
4. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us

VILLAGE OF
McFarland

VILLAGE BOARD SUMMARY SHEET

MEETING DATE: **Thursday, January 30, 2020**

SECTION: **Business**

DEPARTMENT: **Administration**

CONTACT: **Matt Schuenke, Village Administrator**

AGENDA ITEM: **Discussion and presentation of final draft of the Village of McFarland 2020-2030 Strategic Plan.**

PREVIOUS ACTION:

ISSUE SUMMARY:
Management Partners will be on hand to present the final draft of the Village of McFarland Strategic plan for 2020 through 2030. The public are welcome and encourage to attend and provide input on the final plan.

Those unable to attend, can provide comments on the document by sending an email to matt.schuenke@mcfarland.wi.us or by phone at 608-838-3153.

FINANCIAL/BUDGET IMPACT:

VILLAGE PLAN REFERENCE:

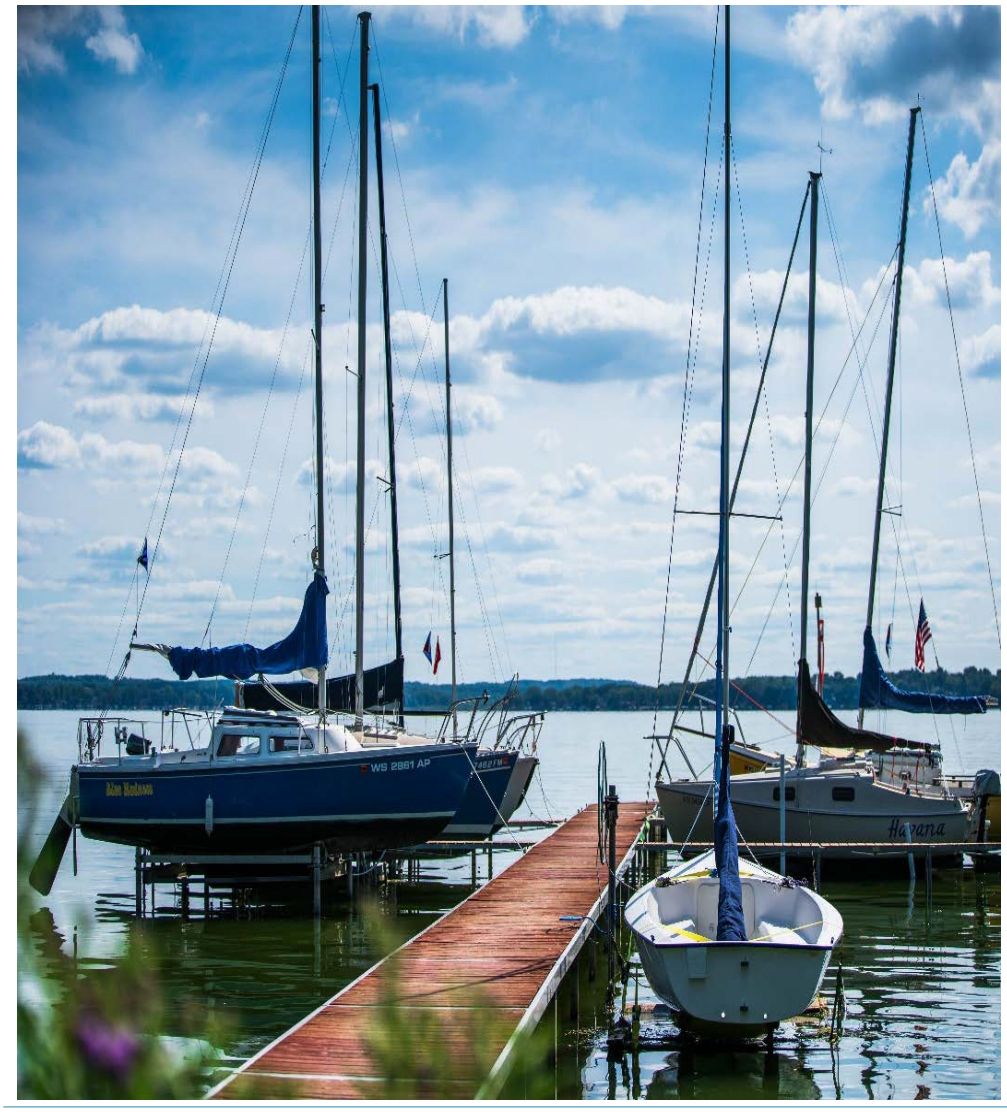
ORDINANCE REFERENCE:

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

ATTACHMENTS:
1. McFarlandWI_StrategicPlan_Final_wAttachments

VILLAGE OF McFarland

Strategic Plan 2020 to 2030



December 2019

Prepared for the Village of McFarland by Management Partners

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METHODOLOGY

The McFarland Board of Trustees and Administrator, mindful of the key locational aspects of the Village, determined it necessary to develop a ten-year vision to guide the annual planning and budgeting. For several years, the Village has developed and tracked annual goals, objectives and action steps that are consistent with the McFarland vision and mission.

The purpose of the 2020 to 2030 strategic planning initiative is to provide a long-range framework for the future to guide the decisions of the Trustees and Village Boards and Commissions in a unified approach to planning and resource allocation. In the summer of 2019, the McFarland Board of Trustees and leadership began a process to engage the community in thinking about the future. The strategic planning process included interviews with the Village President, Board, coordinator and department heads, design and distribution of a community and employee survey (survey results included as Attachment A), and analysis of local and regional data and financial trends (Attachment B) to lend context and understanding to planning discussions between Village Trustees and the community. The elements of this strategic plan were crafted during two workshops that were convened in September and October. The workshop briefing documents are included as Attachment C.

The process resulted in this strategic plan, which emphasizes five goals and accompanying strategies. A separate action plan will assure attention to progress through the tracking of success measures for each of the goals.

McFarland Descriptors

8,700 Village population (2019 estimate)

7 Village trustees

4.18 Square miles of land area

3 Boat launch access points

12 Minutes south of Madison

1925 Year of Village incorporation

VISION

An aspirational statement of where Village leaders desire the community to be in the future.

The vision of McFarland is to create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. The community actively seeks to preserve its proud heritage, protect its abundant natural resources, plan for responsible and balanced residential and commercial growth, promote a viable economic base, support educational excellence, provide diverse leisure options, and foster a healthy social fabric.

MISSION

A statement of purpose that defines what the organization stands for and how it will operate and serve the Village.

With direction encouraged from an engaged citizenry, Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible.

VALUES

The core operating principles of the Village.

To create and sustain a high level of confidence in Village government, we pledge to function with:

- ***Professional integrity;***
- ***Fiscal responsibility;***
- ***Open communication;***
- ***Environmental sustainability;***
- ***Sensitivity to the values of each individual; and***
- ***Full cooperation in achieving the priority goals determined by the community.***

Goal A: Develop a multi-generational community center to serve seniors, youth and families.

***Goals** describe a specific direction and the desired outcome(s) to be achieved.*

***Strategies** are the actions to achieve the goal.*

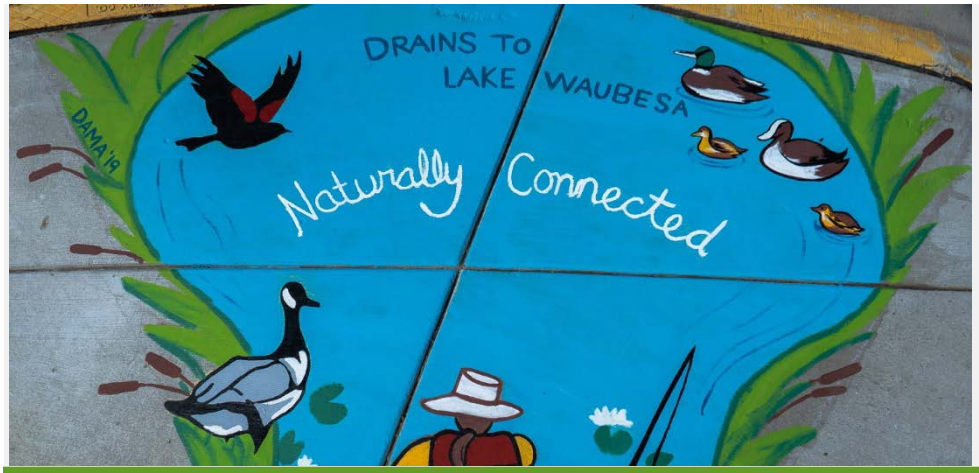
Success Measures

- *Percent of resident participation in the community center planning process*
- *Community center assessment completed as scheduled*

Strategies

1. Assess future community/senior center(s) space needs and design features and address indoor and outdoor activities and planned expansion areas.
2. Identify and engage a broad spectrum of residents, including seniors, youth, adults and community partners in all aspects of the community center planning process.
3. Identify operational issues, challenges and fiscal impacts associated with the development and construction of a community center.

Goal B: Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs.



Success Measures

- *Percent change in capital funds allocated for system enhancements and sustainability*
- *Percent change in capital funds allocated for facilities and infrastructure priorities*

Strategies

1. Plan, design and construct a standalone public safety facility for fire, EMS, police and court services.
2. Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.
3. Develop a long-range Facilities and Infrastructure Master Plan to support future growth with an implementation schedule and funding plan to address construction and maintenance costs.
4. Develop a central Village plaza to connect the Library with the planned Community Center.
5. Partner with the Library Board to plan for and support future Library facility improvements.

Goal C: Promote responsible growth, increase economic development and retain existing businesses.

Success Measures

- *Percent change in square footage of commercial and retail space in the downtown area*
- *Ratio of incentives to other forms of financing for business growth*

Strategies

1. Enhance commercial and retail uses in the downtown area.
2. Improve the mix of commercial development along Highway 51.
3. Develop incentives for business growth, such as incubator programs and tax increment financing (TIF) districts.
4. Identify areas for expanding commercial and industrial development.
5. Improve business retention and recruitment efforts.
6. Promote Village history and heritage using statues, murals, music, special programming, etc.
7. Create a public art program that enriches the community and enhances the local quality of life.

Goal D: Improve the safety and wellbeing of Village residents, business and visitors.

Success Measures

- *Percent of residents rating pedestrian safety as good or excellent*
- *Percent change in Village programming devoted to health and wellness*

Strategies

1. Evaluate staffing models and organization structure to meet future public safety service delivery needs.
2. Prioritize community-based policing practices and identify areas for extended outreach and program development.
3. Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.
4. Promote the concept of a healthy community in an integrated way; from policy to planning and development.

Goal E: Improve community connectivity along pedestrian and vehicular corridors.

Success Measures

- *Percent change in linear feet of bike and walking paths in the Village*
- *Percent of residents rating McFarland bike and walking paths as good or excellent*

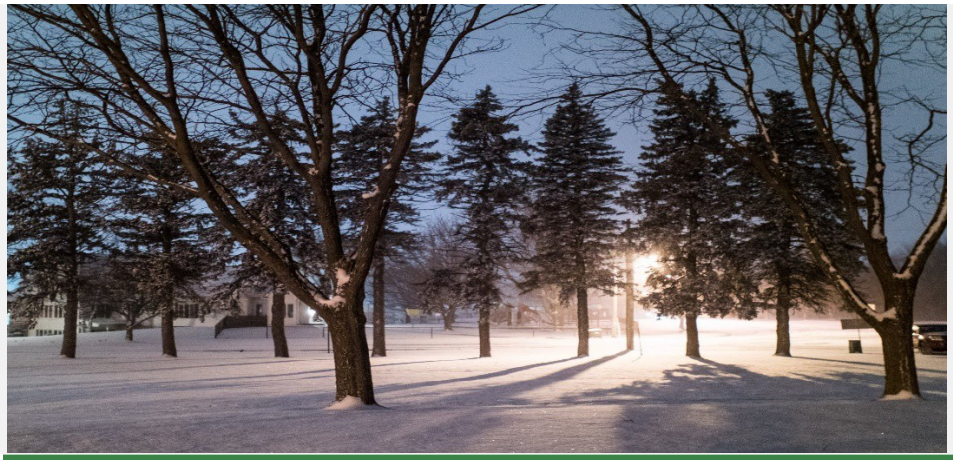
Strategies

1. Improve, maintain and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.

2. Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.

3. Enhance and increase access to the lakefront and waterways.

Goal F: Support the development of active and passive recreational amenities that appeal to all age groups and abilities.



Success Measures

- *Percent change in resources devoted to Village park and green spaces*
- *Percent of residents rating recreational programming and uses for families as good or excellent*

Strategies

1. Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our community.
2. Dedicate resources to enhance existing parks and green spaces throughout the Village.
3. Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.
4. Partner with the school district to expand recreational opportunities for families.
5. Develop individual park master plans that prioritize future developments, including a new community park.
6. Expand and develop programs to promote greater use of the lakefront and waterways.

CONCLUSION

The Village of McFarland strategic plan includes the input of Village leaders, members of the community and employees. As such, it provides both a broadly representative direction as well as a framework for the foreseeable future.

Over the next ten years, Village Trustees, staff and the public should use this document as a roadmap of next steps of things to accomplish. Through careful budgeting and work planning, staff will work to implement the goals and strategies in the plan and periodically provide progress updates to the Trustees and residents about what has been achieved.

Throughout the next ten years, other management tools and plans, such as the budget, capital improvement program, Comprehensive Plan, and other tactical documents, as appropriate, will be aligned with the Strategic Plan, to ensure all Village efforts are working toward common ends. The accompanying action plan will contain the details to accomplish the goals and strategies of this plan.

McFarland
VILLAGE BOARD

Mr. Brad Czebotar
President

Mr. Jerry Adrian
Trustee

Ms. Stephanie Brassington
Trustee

Mr. Dan Kolk
Trustee

Mr. Eric Kryzenske
Trustee

Ms. Mary Pat Lytle
Trustee

Mr. Clair Utter
Trustee

Mr. Matt Schuenke
Village Administrator

Management Partners

Attachment A

Village Board Strategic Plan
Workshop 1

McFarland Municipal Center
September 30, 2019, 5:00 p.m. to 8:00 p.m.

Agenda

(Please bring your worksheets for use during the session)

Purpose and Outcomes

Identify the elements of a desired future for the Village of McFarland for the next five to seven years. The results of two strategic planning sessions will guide the future allocation of resources and department work planning to achieve the priorities established by the Village Trustees. The Board President will convene a second strategic planning workshop on October 1.

The focus of the first workshop is to create a vision statement and mission statement and identify core values for the organization. The focus of the second workshop will be on identifying priority goals and strategies to accomplish the vision.

5:00 p.m.	Arrive Welcome and Agenda Review
	Present and Discuss Environmental Scan (presented by the Village Administrator)
	Present and Discuss Summary of Community and Employee Survey themes (presented by Management Partners)
6:00 to 6:30	Break for Dinner
6:30	Discuss McFarland Vision, Mission and Values
7:00	Identify and Prioritize Goals for the Future
7:55 p.m.	Wrap Up and Next Steps

Village Board Strategic Plan
Workshop 2

McFarland Municipal Center
October 1, 2019, 9:00 a.m. to Noon

Agenda

(Please bring your worksheets for use during the session)

Purpose and Outcomes

Review and confirm the strategic plan elements (vision, mission and values) developed during the first workshop. During this workshop Village Board members will identify goals and strategies to achieve the vision and identify success measures based on the priorities. The goals, strategies and success factors identified during this session will guide the allocation of resources and departmental work planning for the future.

9:00 a.m.	Welcome and Agenda Review
	Confirm Vision, Mission and Values
9:15	Identify and Prioritize Goals (continued)
10:00	Develop Strategies for Priority Goals
11:15	Identify Success Measures for Each Goal
11:50 a.m.	Wrap Up and Next Steps

McFarland Strategic Planning Worksheets

Please Bring Your Completed Worksheet to the Workshops

Instructions

The worksheet is divided into four sections: A) vision, B) mission, C) values, and D) goals and strategies. Each section of the worksheet is supplemented by information obtained from responses to the community and employee surveys. Survey responses were received from 433 community stakeholders and 65 Village of McFarland employees.

A. Vision

A **vision** is an aspirational statement of where Village leaders want the Village to be in the future. Setting a vision is a fundamental element of the strategic planning process.

Survey respondents were asked if the current Village vision should be changed and had the option to provide suggested revisions. The current vision is:

> *The vision of McFarland is to create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. The community actively seeks to preserve its proud heritage, protect its abundant natural resources, plan for responsible and balanced residential and commercial growth, promote a viable economic base, support educational excellence, provide diverse leisure options, and foster a healthy social fabric.*

Table 1 indicates that a majority of community and employee survey respondents believe the current vision statement does not need to be changed.

Table 1. Do you think the vision statement should be changed?

	Community Response	Employee Response
Yes	65 (19%)	17 (26%)
No	284 (81%)	48 (74%)
Answered Question	**349**	**65**

Some community survey respondents included suggestions to improve the current vision statement, these are provided in Table 2. Of the respondents that thought it should be changed, both community and employee respondents suggested simplifying the vision statement.

Table 2. Suggestions for Changes to the Current Vision

Response Theme	Examples From Community Responses	Examples From Employee Responses
Remove words or phrases	Choice value Commercial growth Diverse leisure options Viable economic base	None provided

Response Theme	Examples From Community Responses	Examples From Employee Responses
Refine/Reword	Change "citizens may practice" to "citizens participate" Define choice value and natural resources Simplify vision statement Statement is too vague Vision statement does not reflect village	Proud heritage Simplify vision statement
Add	Be an inviting and dynamic community Be mindful of environment Create a diverse population through housing Create a community that is diverse socially, culturally, economically, and in its land use that fulfills value choices of the populace to enhance community Fiscal responsibility Keep Lake Waubesa clean and safe for our community Providing housing opportunities and atmosphere for all facets of economic class Reducing economic barriers	All done at a reasonable cost to residents Be inviting to businesses Forward thinking Provide a safe community
Words or Phrases to Keep	All citizens Recreational options current and future growth Support educational excellence Responsible and balanced growth	Commercial growth

VISION STATEMENT EXAMPLES

Roswell, Georgia: *To be a vibrant riverside community connecting strong neighborhoods, preserving our rich history, celebrating the arts and culture and cultivating entrepreneurial spirit.*

Reno, Nevada: *We are a vibrant university town known for our outdoor activities, special events, arts and culture, and innovative industries.*

Please provide any suggestions you have for changing or modifying the vision statement below.

B. Mission

A **mission statement** provides the purpose of the organization and guides the prioritization of opportunities. The mission defines what the Village stands for and what it will do.

The current mission statement for the Village reads:

> *With direction encouraged from an engaged citizenry, Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible. To create and sustain a high level of confidence in Village government, we pledge to function with: professional integrity; fiscal responsibility; open communications; environmental sustainability; sensitivity to the values of each individual; and full cooperation in achieving the priority goals determined by the community.*

As shown in Table 3, a majority of survey respondents believe the current mission statement should not be changed.

Table 3. Do you think the mission statement should be changed?

Answer	Community Response	Employee Response
Yes	38 (11%)	14 (22%)
No	308 (89%)	50 (78%)
Answered Question	**346**	**64**

Suggested themes for modifying the current mission statement submitted by the survey respondents is included in Table 4. Similar to the vision statement, some community and employee survey respondents indicated the Village mission should be simplified.

Table 4. Suggestions for Changes to the Current Mission

Response Theme	Examples From Community Responses	Examples From Employee Responses
Refine/Reword	Clarify how quality of life is improved Community instead of citizenry Define quality services Simplify mission statement	Full cooperation in achieving priority goals Simplify mission statement
Add	The vision of McFarland is to facilitate a safe, environmentally conscious community where individuals can live, thrive, and pursue their best lives Lake community Modernize Prioritize affordable housing Sustainability Seek economic growth, including commercial development	Control tax burden Fiscal accountability

Response Theme	Examples From Community Responses	Examples From Employee Responses
Words or Phrases to Keep	Professional integrity Quality of life	Accountable Engaged citizenry Responsible

MISSION STATEMENT EXAMPLES

West Palm Beach, Florida: *In partnership with our communities, West Palm Beach delivers exceptional customer service that enhances quality of life.*

Boulder City, Nevada: *Deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community.*

Please provide any suggestions you have for changing or modifying the mission statement below.

C. Core Values

Values are the core operating principles of an organization. They govern the actions and behaviors of policy makers and employees to effectuate the Village's mission and vision.

The current mission statement for McFarland includes the following core values:

- *Professional integrity*
- *Fiscal responsibility*
- *Open communications*
- *Environmental sustainability*
- *Sensitivity to the values of each individual*
- *Full cooperation in achieving the priority goals determined by the community*

Table 5 indicates that a majority of survey respondents believe that the current core values should not be changed.

Table 5. Should any of the values be changed?

Response	Community Response	Employee Response
Yes	51 (15%)	11 (17%)
No	290 (85%)	54 (83%)
Answered Question	**341**	**0**

Table 6 provides a summary of suggested values submitted by community and employee survey respondents. Survey respondents could submit up to three values.

Table 6. Suggestions for Changes to the Current Values

Response	Community Response	Employee Response
Add or Keep	Commitment to the safety and well-being of residents Decrease barriers (economic, social) Diversity Education Environment Responsibility Equity Financial/Fiscal Responsibility Inclusion Learning Openness Preparation Professional Integrity Responsiveness Sensitivity Transparency	Accountability Kindness Opportunity Progressiveness Quality of life Respect Trust
Remove	Full cooperation Values of each individual	None provided

Use the space below to record your preferred list of values for discussion during the workshop.

1. _____

2. _____

3. _____

4. _____

5. _____

D. Goals and Strategies

Goal: A statement of specific direction and the desired outcome(s) to be achieved.

> *Sample Goal Statement:* Create local, regional and state partnerships to promote economic development and tourism and strategically leverage city assets.

***Strategy*:** An action to be taken to achieve a goal.

> *Sample Strategy:* Expand the use of technology and media to promote economic growth and tourism.

Priorities to Consider as You Identify Goals and Strategies for the Strategic Plan

Survey respondents were provided a list of potential priorities for the future and were asked to indicate their top three priorities. Respondents could also add up to three priorities.

There were 353 (81%) community responses and 64 (98%) employee responses to this question. Both community and employee respondents agreed that *increasing retail offerings in the Village* and *improving the mix of commercial and industrial development along Highway 51* should be future priorities.

Top priorities identified by community respondents

- *Develop an outdoor swimming pool*
- *Increase retail offerings in the Village*
- *Promote greater public use of frontage along Lake Waubesa*
- *Improve the mix of commercial and industrial development along Highway 51*
- *Expand recreation offerings*

Top priorities identified by employee respondents

- *Address facility needs of Village departments*
- *Pursue commercial and industrial development opportunities east of the Village*
- *Develop a multi-purpose community center*
- *Improve the mix of commercial and industrial development along Highway 51*
- *Increase retail offerings in the Village*

On the following two pages identify up to four goal areas you think should be considered for inclusion in the strategic plan and indicate why they are important. We will discuss your proposed goal areas during the workshops.

Goal Area 1:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. _____

2. _____

3. _____

Goal Area 2:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. _____

2. _____

3. _____

Goal Area 3:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. _____

2. _____

3. _____

Goal Area 4:

Strategies to Support the Goal – What strategies (actions or projects) should be considered?

1. _____

2. _____

3. _____

Attachment B
McFarland Community and Employee Survey Results

Introduction

Village of McFarland leaders have undertaken a strategic planning effort to review the current vision and mission and formulate goals, strategies and an action plan with the objective of achieving consensus about new initiatives. Developing a strategic plan will ensure that staff members are working to support the Board of Trustees' goals. The new plan will reflect the current priorities of the Trustees with input from community stakeholders and Village staff through the year 2025.

An initial activity included surveying community stakeholders and Village employees to solicit input for the strategic plan. The survey was used to gather opinions about Village strengths, weaknesses, opportunities, challenges, vision, and the organization's mission, values and priorities. A summary of the results and themes from the survey are presented below.

Survey Results

The survey was available online to the community using the Village of McFarland website. The survey link was also shared with local organizations such as the Chamber of Commerce and the McFarland Historical Society. Paper copies of the survey were made available at the Ed Locke Public Library and the Village Administration Building. When paper copies were completed, the Village Administrator mailed the survey directly to Management Partners.

Village employees were emailed a link to the online survey, which was available from July 2 through 19, 2019. A total of 433 responses were received from community stakeholders and 65 responses were received from Village employees.

Strengths, Weaknesses, Opportunities, and Challenges of the Village

Survey respondents were asked to review a list of statements and indicate if they strongly agree, agree, disagree or strongly disagree with each statement. Following each list of statements, respondents had the opportunity to identify additional strengths, weaknesses, opportunities and challenges in an open-ended format. Responses submitted by the community and those submitted by employees are shown separately. Statements are listed from the greatest to least by the percent of respondents who agreed or strongly agreed.

Table 7 shows the community responses related to statements about the strengths of the Village. At least 94% of respondents agreed or strongly agreed that the following statements are strengths of the Village:

- Proximity to the City of Madison,
- Good library system,
- A safe community, and
- Small town feel.

In the open-ended response, an additional 142 strengths were submitted by community respondents. Of these, 39 (27%) comments identified the school system as a strength, 19 (13%) comments identified Lake Waubesa as a strength, and 17 (11%) identified the community as a strength. Other themes include recreation opportunities, sense of safety in the community, historic and unique properties, and Village events and services.

Table 7. Community Survey Responses – Village of McFarland Strengths

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Proximity to the City of Madison	301 (70%)	122 (28%)	7 (2%)	1 (0%)	2 (0%)
	423 (98%)		8 (2%)		
b. Good library services	271 (64%)	146 (34%)	4 (1%)	3 (1%)	9 (2%)
	417 (98%)		7 (2%)		
c. A safe community	170 (40%)	244 (57%)	14 (3%)	1 (0%)	4 (1%)
	414 (97%)		15 (3%)		
d. Small town feel	162 (38%)	243 (56%)	21 (5%)	5 (1%)	2 (0%)
	405 (94%)		26 (6%)		
e. Well maintained parks	128 (30%)	260 (61%)	35 (8%)	5 (1%)	5 (1%)
	388 (91%)		40 (9%)		
f. Financially stable	62 (15%)	307 (76%)	33 (8%)	4 (1%)	27 (6%)
	369 (91%)		37 (9%)		
g. Abundance of parks and open space	142 (33%)	241 (56%)	36 (9%)	9 (2%)	5 (1%)
	383 (89%)		45 (11%)		
h. Well maintained streets	85 (20%)	287 (67%)	49 (12%)	5 (1%)	7 (2%)
	372 (87%)		54 (13%)		
i. Village Hall's service delivery	55 (14%)	282 (70%)	60 (15%)	4 (1%)	32 (7%)
	337 (84%)		64 (16%)		
j. Well run Village Hall	69 (16%)	275 (66%)	64 (15%)	11 (3%)	14 (3%)
	344 (82%)		75 (18%)		
k. Commitment to volunteerism by residents	64 (15%)	268 (66%)	63 (16%)	13 (3%)	25 (6%)
	332 (81%)		76 (19%)		
l. Fiscally responsible with budgeting and expenditures	52 (13%)	250 (61%)	83 (20%)	22 (6%)	26 (6%)
	302 (74%)		105 (26%)		
m. Communication from the Village to residents and stakeholders is good	45 (11%)	248 (61%)	93 (23%)	22 (5%)	25 (6%)
	293 (72%)		115 (28%)		
n. Village leaders listen to the public	45 (11%)	213 (52%)	117 (28%)	35 (9%)	23 (5%)
	258 (63%)		152 (37%)		
o. Land available for future development	27 (7%)	219 (55%)	125 (32%)	25 (6%)	37 (9%)
	246 (62%)		150 (38%)		

Table 8 shows the employee responses to statements on Village strengths. Similar to the community response, 90% or more of respondents indicate that they agreed or strongly agreed with Village strengths as follows:

- Proximity to the City of Madison,
- Good library system,
- A safe community, and
- Well maintained parks.

In the open-ended responses, 16 additional strengths were submitted by employee respondents. Of these, four (25%) comments mentioned the school system as a strength, and three comments identified natural areas (e.g., Lake Waubesa, greenspace and wildlife) as a strength.

Table 8. Employee Survey Responses – Village of McFarland Strengths

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Proximity to the City of Madison	42 (64%)	22 (34%)	1 (2%)	0 (0%)	0 (0%)
	64 (98%)		1 (2%)		
b. Good library services	37 (57%)	26 (40%)	2 (3%)	0 (0%)	0 (0%)
	63 (97%)		2 (3%)		
c. A safe community	27 (42%)	35 (55%)	1 (2%)	1 (2%)	1 (2%)
	62 (97%)		2 (3%)		
d. Well maintained parks	27 (41%)	35 (54%)	3 (5%)	0 (0%)	0 (0%)
	62 (95%)		3 (5%)		
e. Well maintained streets	16 (25%)	42 (66%)	5 (8%)	1 (2%)	1 (2%)
	58 (91%)		6 (9%)		
f. Financially stable	22 (36%)	32 (53%)	5 (8%)	2 (3%)	4 (6%)
	54 (89%)		7 (11%)		
g. Abundance of parks and open space	30 (46%)	26 (40%)	9 (14%)	0 (0%)	0 (0%)
	56 (86%)		9 (14%)		
h. Village Hall's service delivery	15 (24%)	38 (60%)	7 (11%)	3 (5%)	2 (3%)
	53 (84%)		10 (16%)		
i. Small town feel	23 (35%)	29 (45%)	10 (15%)	3 (5%)	0 (0%)
	52 (80%)		13 (20%)		
j. Well run Village Hall	14 (22%)	37 (58%)	8 (13%)	5 (7%)	1 (2%)
	51 (80%)		13 (20%)		
k. Fiscally responsible with budgeting and expenditures	20 (32%)	27 (43%)	10 (16%)	6 (9%)	2 (3%)
	47 (75%)		16 (25%)		

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
l. Commitment to volunteerism by residents	9 (14%)	37 (58%)	16 (25%)	2 (3%)	1 (2%)
	46 (72%)		18 (28%)		
m. Communication from the Village to residents and stakeholders is good	10 (15%)	36 (56%)	18 (28%)	1 (2%)	0 (0%)
	46 (71%)		19 (29%)		
n. Village leaders listen to the public	9 (14%)	33 (51%)	13 (20%)	10 (15%)	0 (0%)
	42 (65%)		23 (35%)		
o. Land available for future development	4 (6%)	36 (55%)	16 (25%)	9 (14%)	0 (0%)
	40 (61%)		25 (39%)		

Table 9 shows community responses to statements about Village weaknesses. There was not a strong consensus on what constituted a weakness for the Village. The weaknesses from 60% or more of respondents are:

- Rising housing costs,
- Lack of clear priorities for the future, and
- Lack of commercial development.

The top weaknesses identified by community respondents are further borne out in the open-ended responses. Community survey respondents submitted 245 weaknesses. Reflecting general agreement that *rising housing costs* is a weakness, 12 (5%) comments identified lack of housing options and 11 (4%) referred to uncontrolled growth as weaknesses.

A lack of economic and commercial development emerged as major theme of the open-ended responses with 41 (17%) mentions. Related to development, 14 (6%) comments identified the underutilization of Lake Waubesa, and ten (5%) comments identified an underdeveloped downtown. Another theme from 18 (7%) of respondents identified lack of communication, follow through, and leadership from Village administration.

Table 9. Community Survey Responses – Village of McFarland Weaknesses

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Rising housing costs	154 (40%)	150 (38%)	77 (19%)	10 (3%)	42 (10%)
	304 (78%)		87 (22%)		
b. Lack of clear priorities for the future	89 (24%)	159 (43%)	116 (31%)	6 (2%)	63 (15%)
	248 (67%)		122 (33%)		
c. Lack of commercial development	105 (27%)	142 (36%)	126 (32%)	18 (5%)	42 (10%)
	247 (63%)		144 (37%)		

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
d. Limited housing for seniors	67 (18%)	156 (42%)	137 (37%)	15 (4%)	58 (13%)
	223 (59%)		152 (41%)		
e. Limited recreation programming	72 (19%)	144 (38%)	139 (37%)	23 (6%)	55 (13%)
	216 (57%)		162 (43%)		
f. Limited meeting space in the community	50 (13%)	160 (43%)	151 (41%)	12 (3%)	60 (14%)
	210 (56%)		163 (44%)		
g. Lack of village identity	45 (12%)	124 (32%)	198 (51%)	20 (5%)	46 (11%)
	169 (44%)		218 (56%)		

Table 10 displays employee responses to statements on Village weaknesses, with similar results as the community response. Statements that had at least 60% of respondents indicate that they agreed or strongly agreed are:

- Rising housing costs,
- Lack of clear priorities for the future,
- Lack of commercial development, and
- Limited recreation programming.

Of the 18 weaknesses submitted by employee respondents, six (33%) identified Village services with four of the responses specifically identifying limited transportation service. Another five comments identified the lack of community facilities (e.g., community center and pool) as a weakness.

Table 10. Employee Survey Responses – Village of McFarland Weaknesses

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Rising housing costs	24 (38%)	22 (35%)	16 (25%)	1 (2%)	2 (3%)
	46 (73%)		17 (27%)		
b. Lack of clear priorities for the future	19 (29%)	28 (43%)	17 (26%)	1 (2%)	0 (0%)
	47 (72%)		18 (28%)		
c. Lack of commercial development	21 (33%)	19 (30%)	21 (33%)	2 (3%)	2 (3%)
	40 (63%)		23 (37%)		
d. Limited recreation programming	19 (30%)	19 (30%)	22 (34%)	4 (6%)	1 (2%)
	38 (60%)		26 (40%)		
e. Limited meeting space in the community	13 (21%)	24 (38%)	20 (31%)	6 (10%)	2 (3%)
	37 (59%)		26 (41%)		
f. Limited housing for seniors	11 (17%)	26 (41%)	23 (36%)	4 (6%)	1 (2%)
	37 (58%)		27 (42%)		
g. Lack of village identity	8 (12%)	18 (28%)	29 (45%)	10 (15%)	0 (0%)
	26 (40%)		39 (60%)		

Table 11 shows community responses to statements about opportunities for the Village. Statements from 86% or more respondents indicate they view the following as opportunities:

- Making residents more aware of services provided by the Village,
- Expanding recreation offerings,
- Increasing collaboration and partnerships with civic organizations and other public agencies, and
- Providing Village services in more innovative ways.

Community survey respondents submitted 149 open-ended responses about opportunities. Economic development was a major theme, with 29 (19%) respondents suggesting it as an opportunity. Developing programs and activities for all ages in the community was another opportunity identified in 25 (17%) of the comments, and 21 (14%) of respondents suggested adding either a pool, splash pad, or aquatic center as an opportunity.

Table 11. Community Survey Responses – Village of McFarland Opportunities

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did Not Respond
	Strongly Agree/Agree		Strongly Disagree/Disagree		
a. Making residents more aware of services provided by the Village	129 (34%)	213 (56%)	38 (10%)	0 (0%)	53 (12%)
	342 (90%)		38 (10%)		
b. Expanding recreation offerings	153 (40%)	172 (45%)	44 (12%)	10 (3%)	54 (12%)
	325 (85%)		54 (15%)		
c. Increasing collaboration and partnerships with civic organizations and other public agencies	88 (23%)	235 (64%)	47 (13%)	0 (0%)	63 (15%)
	323 (87%)		47 (13%)		
d. Providing Village services in more innovative ways	99 (27%)	218 (59%)	50 (13%)	2 (1%)	64 (15%)
	317 (86%)		52 (14%)		
e. Improving communication between the Village and residents	113 (30%)	202 (54%)	55 (15%)	2 (1%)	61 (14%)
	315 (84%)		57 (16%)		
f. Promoting greater public use of frontage along Lake Waubesa	191 (50%)	130 (34%)	49 (13%)	11 (3%)	52 (12%)
	321 (84%)		60 (16%)		
g. Improving the mix of commercial and industrial development along HWY 51	112 (29%)	197 (52%)	62 (16%)	10 (3%)	52 (12%)
	309 (81%)		72 (19%)		
h. Expanding senior services and programming	91 (24%)	179 (49%)	94 (25%)	8 (2%)	61 (14%)
	270 (73%)		102 (27%)		
i. Pursuing commercial and industrial development opportunities east of the Village	85 (23%)	134 (36%)	117 (31%)	36 (10%)	61 (14%)
	219 (59%)		153 (41%)		

Table 12 displays employee responses to statements about Village opportunities. Statements from 84% or more of respondents indicate they think the following are opportunities:

- Improving the mix of commercial and industrial development along highway 51,
- Promoting greater public use of frontage along Lake Waubesa,
- Increasing collaboration and partnerships with civic organizations and other public agencies, and
- Improving communication between the Village and residents.

Employee respondents submitted 21 suggestions about opportunities in the open-ended responses. Some prevalent themes included increasing recreation opportunities, creating a strong Village center, and innovation from Village administration.

Table 12. Employee Survey Responses – Village of McFarland Opportunities

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/ Disagree		
a. Improving the mix of commercial and industrial development along highway 51	29 (45%)	28 (44%)	5 (8%)	2 (3%)	1 (2%)
	57 (89%)		7 (11%)		
b. Promoting greater public use of frontage along Lake Waubesa	34 (53%)	23 (35%)	8 (12%)	0 (0%)	0 (0%)
	57 (88%)		8 (12%)		
c. Increasing collaboration and partnerships with civic organizations and other public agencies	12 (19%)	42 (67%)	9 (14%)	0 (0%)	2 (3%)
	54 (86%)		9 (14%)		
d. Improving communication between the Village and residents	21 (32%)	33 (52%)	9 (14%)	1 (2%)	1 (2%)
	54 (84%)		10 (16%)		
e. Making residents more aware of services provided by the Village	29 (45%)	24 (38%)	10 (16%)	1 (2%)	1 (2%)
	53 (83%)		11 (17%)		
f. Providing Village services in more innovative ways	19 (30%)	33 (51%)	10 (16%)	2 (3%)	1 (2%)
	52 (81%)		12 (19%)		
g. Pursuing commercial and industrial development opportunities east of the Village	27 (42%)	23 (36%)	13 (20%)	1 (2%)	1 (2%)
	50 (78%)		14 (22%)		
h. Expanding recreation offerings	19 (30%)	27 (42%)	13 (20%)	5 (8%)	1 (2%)
	46 (72%)		18 (28%)		
i. Expanding senior services and programming	19 (30%)	27 (42%)	10 (16%)	8 (12%)	1 (2%)
	46 (72%)		18 (28%)		

Table 13 displays community responses to statements about challenges the Village may face. Statements with 84% or more indicate the following challenges:

- Determining the impacts of further growth on Village service delivery,
- Achieving greater community engagement and participation,
- Financing future needs of the Village, and
- Reducing flooding and storm water runoff.

Community survey respondents submitted 47 comments identifying Village challenges. One major theme mentioned by ten (21%) respondents regarded Village operations and leadership as a challenge (e.g., political pressures, planning, and attracting diverse populations and businesses to the Village). Additional challenges included eight (17%) comments about providing community programs and services for all ages and needs, and an additional eight (17%) mentioned economic development.

Table 13. Community Survey Responses – Village of McFarland Challenges

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/ Disagree		
a. Determining the impacts of further growth on Village service delivery	80 (23%)	228 (65%)	43 (12%)	1 (0%)	81 (19%)
	308 (88%)		44 (12%)		
b. Achieving greater community engagement and participation	114 (32%)	194 (55%)	43 (12%)	3 (1%)	79 (18%)
	308 (87%)		46 (13%)		
c. Financing future needs of the Village	76 (21%)	228 (64%)	45 (13%)	6 (2%)	78 (18%)
	304 (86%)		51 (14%)		
d. Reducing flooding and storm water runoff	108 (30%)	195 (54%)	55 (15%)	2 (1%)	73 (17%)
	303 (84%)		57 (16%)		
e. Increasing retail offerings in the Village	135 (36%)	164 (44%)	56 (15%)	15 (4%)	63 (15%)
	299 (81%)		71 (19%)		
f. Addressing the facility needs of Village departments	69 (20%)	211 (60%)	61 (18%)	9 (2%)	83 (19%)
	280 (80%)		70 (20%)		
g. Understanding and working with special needs populations	82 (23%)	189 (54%)	74 (21%)	7 (2%)	81 (19%)
	271 (77%)		81 (23%)		
h. Determining the role of the Village in providing social services	68 (19%)	193 (55%)	84 (3%)	5 (1%)	83 (19%)
	261 (75%)		89 (25%)		
i. Developing affordable housing in the Village	78 (21%)	144 (39%)	113 (31%)	34 (9%)	64 (15%)
	222 (60%)		147 (40%)		

Table 14 displays the employee responses to statements about challenges the Village may face. Statements agreed on by at least 84% of respondents follow:

- Achieving greater community engagement and participation,
- Addressing the facility needs of Village departments, and
- Financing future needs of the Village.

Employee survey respondents submitted 17 comments identifying Village challenges. Of these, five (29%) identified transportation as a challenge, specifically mentioning public transit access,

and improving safety and walkability in the community. Other themes include economic development, providing sufficient public services, and updating Village buildings and facilities.

Table 14. Employee Survey Responses – Village of McFarland Challenges

Survey Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Did not respond
	Strongly Agree/Agree		Strongly Disagree/ Disagree		
a. Achieving greater community engagement and participation	18 (28%)	36 (56%)	9 (14%)	1 (2%)	1 (2%)
	54 (84%)		10 (16%)		
b. Addressing the facility needs of Village departments	30 (48%)	23 (36%)	9 (14%)	1 (2%)	2 (3%)
	53 (84%)		10 (16%)		
c. Financing future needs of the Village	24 (39%)	28 (45%)	9 (14%)	1 (2%)	3 (5%)
	52 (84%)		10 (16%)		
d. Understanding and working with special needs populations	13 (21%)	38 (60%)	9 (14%)	3 (5%)	2 (3%)
	51 (81%)		12 (19%)		
e. Determining the impacts of further growth on Village service delivery	18 (30%)	31 (51%)	10 (16%)	2 (3%)	4 (6%)
	49 (81%)		12 (19%)		
f. Increasing retail offerings in the Village	29 (45%)	22 (35%)	10 (16%)	3 (4%)	1 (2%)
	51 (80%)		13 (20%)		
g. Reducing flooding and storm water runoff	21 (33%)	25 (39%)	13 (20%)	5 (8%)	1 (2%)
	46 (72%)		18 (28%)		
h. Determining the role of the Village in providing social services	13 (21%)	31 (51%)	14 (23%)	3 (5%)	4 (6%)
	44 (72%)		17 (28%)		
i. Developing affordable housing in the Village	16 (25%)	28 (45%)	13 (20%)	6 (10%)	2 (3%)
	44 (70%)		19 (30%)		

Village of McFarland Vision, Mission and Values

Survey respondents were asked if the current vision, mission, and values should be changed. They were also given the opportunity to provide suggested changes for each.

A vision is an aspirational statement of a future desired state. Survey respondents were asked if the current Village vision should be changed and had the option to provide suggested revisions. The current McFarland vision is:

> *The vision of McFarland is to create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. The community actively seeks to preserve its proud heritage, protect its abundant natural resources, plan for responsible and balanced residential and commercial growth, promote a viable economic base, support educational excellence, provide diverse leisure options, and foster a healthy social fabric.*

Suggested themes submitted by survey respondents are provided in Table 15. Both community and employee survey respondents suggested simplifying the vision statement.

Table 15. Suggestions for Changes to the Current Vision

Response Theme	Examples From Community Responses	Examples From Employee Responses
Remove words or phrases	Choice value Commercial growth Diverse leisure options Viable economic base	
Refine/Reword	Change "citizens may practice" to "citizens participate" Define choice value and natural resources Simplify vision statement Statement is too vague Vision statement does not reflect village	Proud heritage Simplify vision statement
Add	Be an inviting and dynamic community Be mindful of environment Create a diverse population through housing Create a community that is diverse socially, culturally, economically, and in its land use that fulfills value choices of the populace to enhance community Fiscal responsibility Keep Lake Waubesa clean and safe for our community Providing housing opportunities and atmosphere for all facets of economic class Reducing economic barriers	All done at a reasonable cost to residents Be inviting to businesses Forward thinking Provide a safe community
Words or Phrases to Keep	All citizens Recreational options current and future growth Support educational excellence Responsible and balanced growth	Commercial growth

The current mission statement for the Village reads:

> *With direction encouraged from an engaged citizenry, Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible. To create and sustain a high level of confidence in Village government, we pledge to function with: professional integrity; fiscal responsibility; open communications; environmental sustainability;*

sensitivity to the values of each individual; and full cooperation in achieving the priority goals determined by the community.

Suggested themes submitted by survey respondents are provided in Table 18. Similar to suggestions for the vision statement, some community and employee survey respondents indicated the mission statement should be simplified.

Table 16. Suggestions for Changes to the Current Mission

Response Theme	Examples From Community Responses	Examples From Employee Responses
Refine/Reword	Clarify how is quality of life is improved Community instead of citizenry Define quality services Simplify mission statement	Full cooperation in achieving priority goals Simplify mission statement
Add	The vision of McFarland is to facilitate a safe, environmentally conscious community where individuals can live, thrive, and pursue their best lives Lake community Modernize Prioritize affordable housing Sustainability Seek economic growth, including commercial development	Control tax burden Fiscal accountability
Words or Phrases to Keep	Professional integrity Quality of life	Accountable Engaged citizenry Responsible

Values are the core operating principles of an organization. They govern the actions and behaviors of policy makers and employees to effectuate the Village's mission and vision.

The current mission statement for McFarland includes the following core values:

- *Professional integrity*
- *Fiscal responsibility*
- *Open communications*
- *Environmental sustainability*
- *Sensitivity to the values of each individual*
- *Full cooperation in achieving the priority goals determined by the community*

Table 17 shows that a majority of survey respondents believe that the current core values do not need to be changed.

Table 17. Should any of the values be changed?

Response	Community Response	Employee Response
Yes	51 (15%)	11 (17%)
No	290 (85%)	54 (83%)
Answered Question	**341**	**0**

Table 18 provides a summary of suggested values submitted by community and employee survey respondents. Survey respondents could submit up to three values.

Table 18. Suggestions for Changes to the Current Values

Response	Community Response	Employee Response
Add or Keep	Commitment to the safety and well-being of residents Decrease barriers (economic, social) Diversity Education Environment Responsibility Equity Financial/Fiscal Responsibility Inclusion Learning Openness Preparation Professional Integrity Responsiveness Sensitivity Transparency	Accountability Kindness Opportunity Progressiveness Quality of life Respect Trust
Remove	Full cooperation Values of each individual	

Village of McFarland Community Priorities of the Future

Survey respondents were given a list of priorities for McFarland to focus on for the future and were asked to indicate their top three priorities. Respondents could add up to three priorities as well. There were 353 (81%) community responses and 64 (98%) employee responses to this question.

Table 19 identifies the priorities survey respondents thought Village leaders should focus on for the future. Responses from community and employee survey respondents are separated, and the top five priorities of each respondent group have been highlighted. Both community and employee respondents agreed that *increasing retail offerings in the Village* and *improving the mix of commercial and industrial development along Highway 51* should be priorities.

Top priorities identified by community respondents are provided below.

- *Developing an outdoor swimming pool,*
- *Increasing retail offerings in the Village,*
- *Promoting greater public use of frontage along Lake Waubesa,*
- *Improving the mix of commercial and industrial development along Highway 51, and*
- *Increasing retail offerings.*

Top priorities identified by employee respondents are provided below.

- *Addressing the facility needs of Village departments,*
- *Pursuing commercial and industrial development opportunities east of the Village,*
- *Developing a multi-purpose community center,*
- *Improving the mix of commercial and industrial development along Highway 51, and*
- *Increasing retail offerings.*

While 27% of employee respondents indicated *addressing the facility needs of Village departments* as a high priority, only 5% of community respondents thought it should be. Should the Village move forward with addressing facilities needs as a top priority, communicating the importance of this to the community may be needed.

Table 19. Priorities for the Village of McFarland

Priority	Community Response	Employee Response
Developing an outdoor swimming pool	113 (31%)	8 (13%)
Increasing retail offerings in the Village	102 (29%)	12 (19%)
Promoting greater public use of frontage along Lake Waubesa	95 (27%)	11 (17%)
Improving the mix of commercial and industrial development along Highway 51	73 (20%)	13 (20%)
Expanding recreation offerings	70 (20%)	5 (8%)
Developing a splash pad	56 (15%)	4 (6%)
Pursuing commercial and industrial development opportunities east of the Village	49 (14%)	15 (23%)
Developing affordable housing in the Village	44 (12%)	9 (14%)
Developing a multi-purpose community center	43 (12%)	14 (22%)
Reducing flooding and storm water runoff	39 (10%)	5 (8%)
Providing public transportation to Madison	35 (10%)	9 (14%)
Adding sidewalks and walking paths	31 (8%)	3 (5%)
Improving communication between the Village and residents	29 (8%)	7 (11%)
Determining the impacts of further growth on Village service delivery	29 (8%)	9 (14%)
Financing the future needs of the Village	29 (8%)	6 (9%)
Expanding senior services and programming	28 (7%)	8 (13%)
Developing bike paths	28 (7%)	6 (9%)
Adding park amenities	26 (7%)	4 (6%)
Improving sustainability initiatives	25 (7%)	3 (5%)
Addressing the facility needs of Village departments	21 (5%)	17 (27%)

Priority	Community Response	Employee Response
Achieving greater community engagement and participation	21 (5%)	7 (11%)
Increasing collaboration and partnerships with civic organizations and other public agencies	20 (5%)	1 (2%)
Developing a senior center	19 (5%)	4 (6%)
Making residents more aware of services provided by the Village	18 (5%)	7 (11%)
Developing a youth center	17 (4%)	2 (3%)
Understanding and working with special needs populations	16 (4%)	2 (3%)
Providing Village services in more innovative ways	14 (3%)	2 (3%)
Determining the role of the Village in providing social services	11 (3%)	1 (2%)
Developing a dog park	10 (2%)	1 (2%)
Answered Question	**353**	**64**

Demographic Information

Community survey respondents were asked their gender, with responses displayed in Table 20. Over half (55%) of the respondents are female.

Table 20. Gender (community response)

Gender	Responses
Female	221 (55%)
Male	98 (24%)
Did not respond	84 (21%)

Community survey respondents were also asked to indicate their age group, as shown in Table 21. The largest group at 30% was from respondents ages 36 to 45, followed by the 46 to 55-year old individuals, accounting for 15% of respondents. A total of 13% of respondents reported being in the 26 to 35 age group.

Table 21. Age Group (community response)

Age Group	Responses
18 to 25	4 (1%)
26 to 35	58 (13%)
36 to 45	131 (30%)
46 to 55	63 (15%)
56 to 65	39 (9%)
Over 65 years old	28 (6%)
Did not respond	110 (25%)

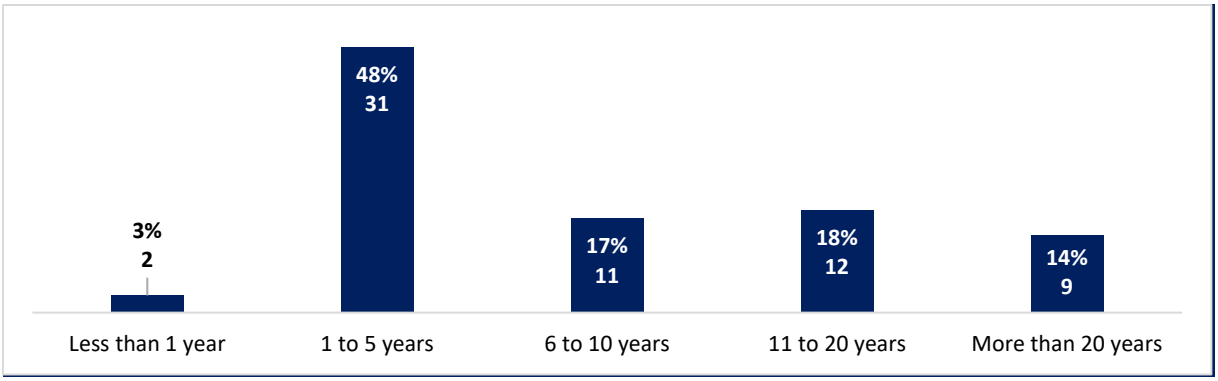
Table 22 shows the relationship community survey respondents have with the Village of McFarland. The 326 (75%) respondents to this question could indicate multiple relationships. The majority (91%) of community respondents are residents of the Village of McFarland.

Table 22. Relationship to the Village of McFarland (community response)

Relationship to Village of McFarland	Responses
Resident of the Village of McFarland	308 (91%)
Business owner in the Village of McFarland	11 (3%)
Member of a Board or Committee	6 (2%)
Past Resident	4 (1%)
Works in the Village	3 (1%)
Resident of Neighboring Community	2 (1%)
Children attend McFarland Schools	2 (1%)
Visits Village Frequently	2 (1%)
Answered Question	**326**

Figure 1 show employee respondents' tenure with the Village. Every employee answered this question. Nearly half (48%) have worked for the Village between one and five years. The next largest respondent group at 18% have been employed with the Village for up to 20 years.

Figure 1. Years of Employment in the Village of McFarland (employee response)



Employee survey respondents were also asked to describe their current role with the Village, as shown in Table 23. A total of 55 (85%) employees responded to this question and ten employee respondents did not answer. The largest respondent group (42%) work in a frontline/crew position, almost a quarter (22%) work in a middle manager/administrative/technical position, 12% work in a department head position, and 9% work in a supervisor position.

Table 23. Current Organization Role (employee response)

Organization Role	Responses
Frontline/Crew	27 (42%)
Department head	8 (12%)
Middle Manager/Administrative/Technical	14 (22%)
Supervisor	6 (9%)
Did Not Respond	10 (15%)

Conclusion

Both community and employee survey respondents indicated Village strengths include proximity to the City of Madison, having a good library system, being a safe community, having a small-town feel, well maintained parks, and the school district.

There were reoccurring themes from respondents throughout the open-ended responses about strengths, weaknesses, opportunities, and challenges. Both community and employee respondents indicated recreation options in the Village as a strength, but also as a weakness, identifying a lack of options available for all ages. Developing recreation options and activities in the Village was seen as an opportunity and a challenge.

Economic development was another reoccurring theme in responses about Village weaknesses, opportunities and challenges. Community and employee respondents indicated a need for downtown, commercial and industrial development. Many see opportunity for Lake Waubesa to be better utilized for public recreation and commercial development (e.g., lakeside restaurants and shopping) but also identified the need for greater efforts to preserve the natural resource.

Services to accommodate seniors and those with disabilities, affordable housing options, transportation and Village administration were also reoccurring themes in weaknesses, opportunities and challenges. For transportation, community respondents indicated needing better access to transit and wanting to improve walkability around the Village. In regard to Village administration, community respondents indicated wanting to see more follow through, communication and engagement with community members, and collaboration with local agencies.

Regarding McFarland's priorities for the future, both community and employee respondents indicated a desire for more recreation options and activities, as well as commercial and industrial development that would result in more jobs, retail stores and restaurants. Community respondents indicated developing an outdoor swimming pool and promoting greater public use of frontage along Lake Waubesa as top priorities. Employee respondents' top priorities include addressing facility needs of Village departments and developing a multi-purpose community center.

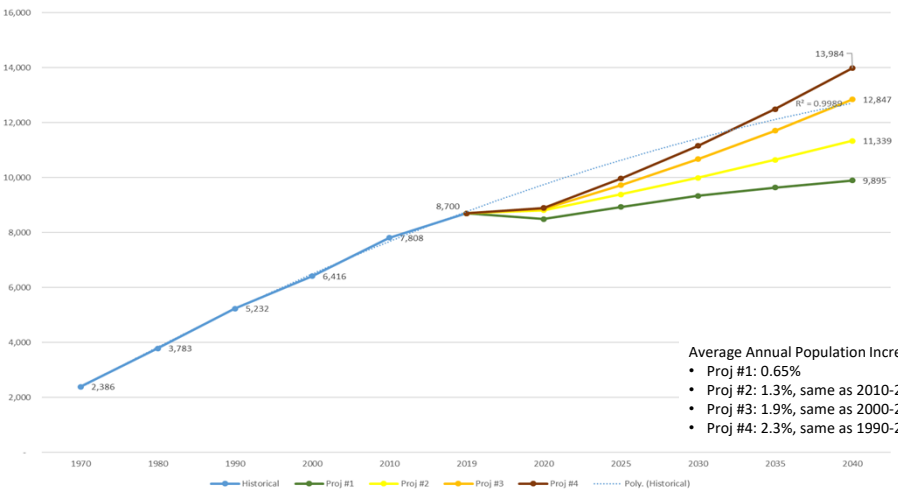
Attachment C
Village of McFarland Environmental Scan
(Prepared by Village Staff)

Environmental Scan

1

Population Trend and Projections 1970 to 2040

Growth Impact	
	2020-2040
	Pop. Inc.
Proj #1	1,405
Proj #2	2,528
Proj #3	3,984
Proj #4	5,085



Average Annual Population Increase Assumptions :

- Proj #1: 0.65%
- Proj #2: 1.3%, same as 2010-2019 Average
- Proj #3: 1.9%, same as 2000-2019 Average)
- Proj #4: 2.3%, same as 1990-2019 Average)

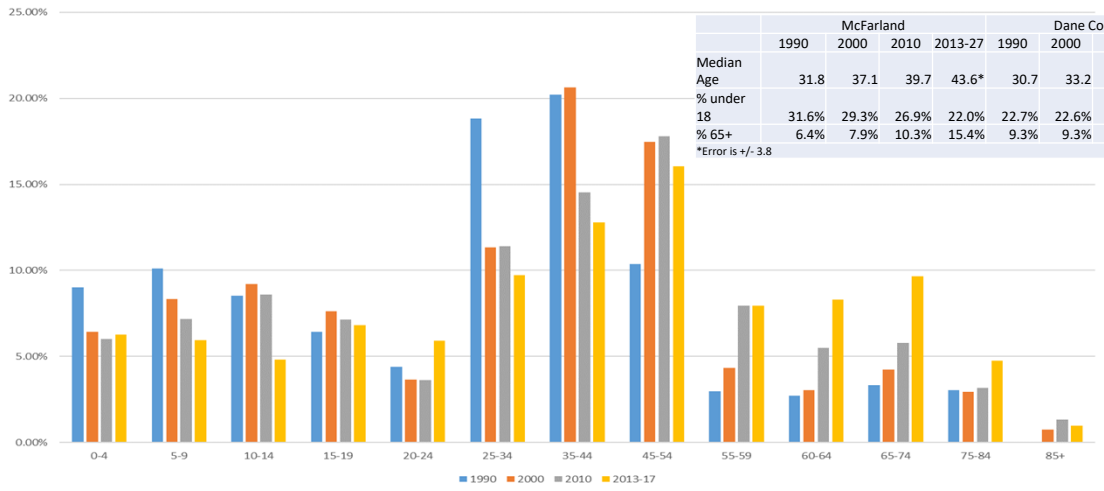
Sources:

- Historical US Census; Proj #1, WIDOA, 2013; Proj #2-4, Village, 2019

2

2

Population by Age Cohort 1990 to 2017



	McFarland				Dane County			
	1990	2000	2010	2013-27	1990	2000	2010	2013-17
Median Age	31.8	37.1	39.7	43.6*	30.7	33.2	34.4	34.8
% under 18	31.6%	29.3%	26.9%	22.0%	22.7%	22.6%	21.7%	21.0%
% 65+	6.4%	7.9%	10.3%	15.4%	9.3%	9.3%	10.3%	12.3%

*Error is +/- 3.8

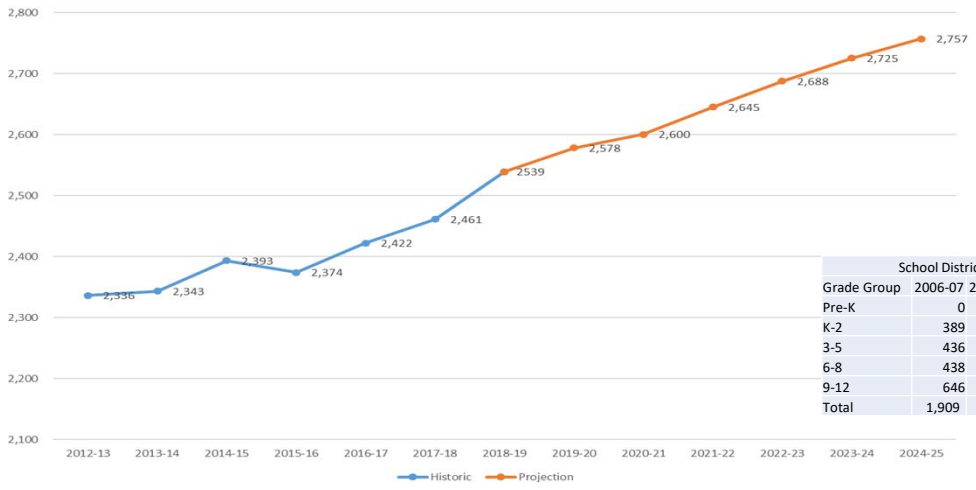
Management Partners

3

Source: US Census

3

School District Enrollment and Projections



1.43%
Estimated Annual Increase in District Enrollment 2018/19 to 2024/25

School District Enrollment				
Grade Group	2006-07	2012-13	2018-19	2024-25
Pre-K	0	142	176	164
K-2	389	504	506	562
3-5	436	506	553	622
6-8	438	481	568	605
9-12	646	703	736	804
Total	1,909	2,336	2,539	2,757

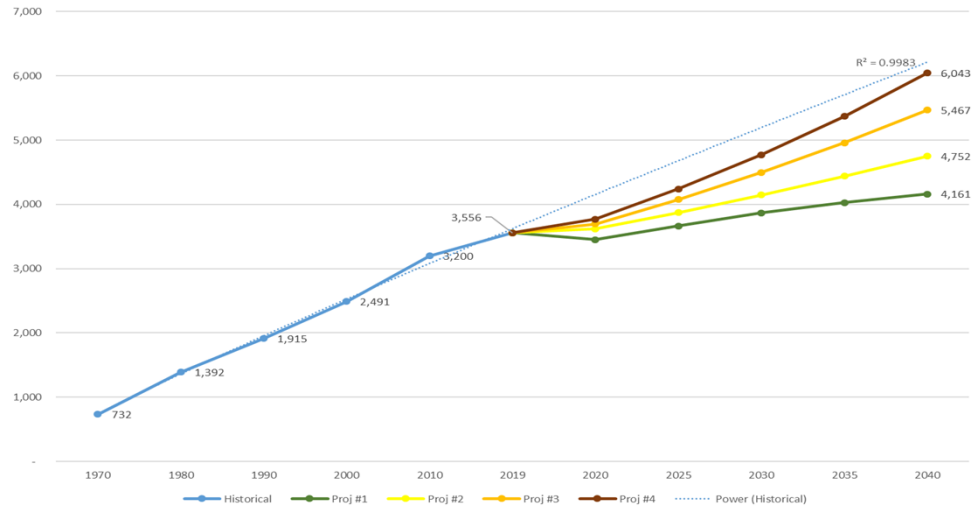
Management Partners

4

Source: McFarland School District

4

Housing Units Trend and Projections 1970 to 2040



Growth Impact		
	2020-2040	
	HU Inc.	#Units/Yr
Proj #1	711	36
Proj #2	1,133	57
Proj #3	1,770	89
Proj #4	2,274	114

People per Household Declining
1970 = 3.26
2013-17= 2.46

Assumptions (2019 to 2040) :

- Proj #1: 2.46 to 2.38
- Proj #2: 2.46 to 2.39
- Proj #3: 2.46 to 2.35
- Proj #4: 2.46 to 2.31

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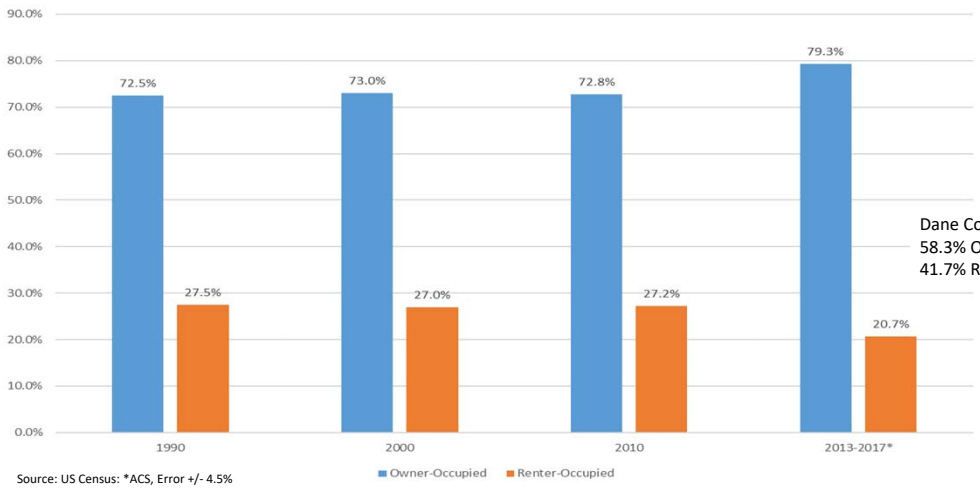
Sources:
- Historical US Census
- Proj #1, WIDOA, 2013
- Proj #2-4, Village, 2019

5

5

Housing Occupancy 1990 to 2017



Dane County 2013-17:
58.3% Owner-Occupied
41.7% Renter

Source: US Census: *ACS, Error +/- 4.5%

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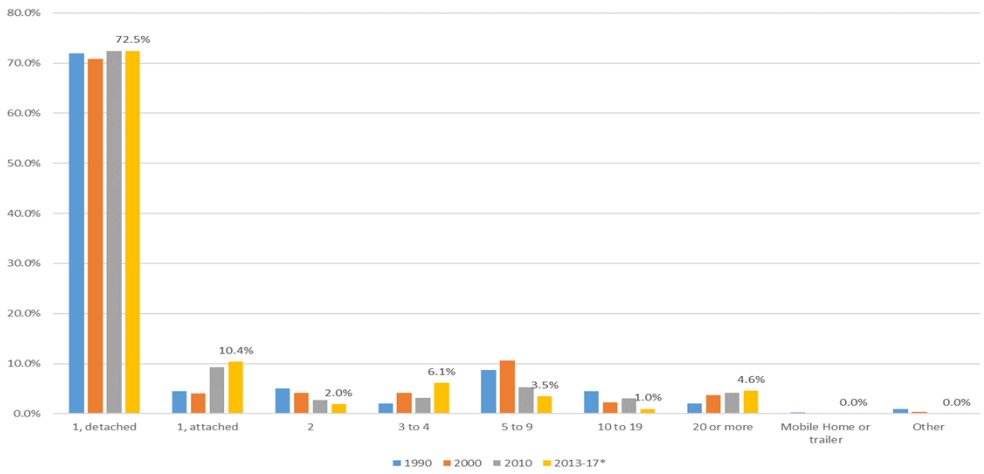
Housing Units by Type 1990 to 2017



Sources: Historical US Census, *American Community Survey

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Trends in Income and Housing Cost 1990 to 2017

INCOMES					% Change	% Change
Median Household Income	1990	2000	2006-09*	2013-17*	1990-17	2009-17
McFarland	$ 41,090	$ 62,969	$ 73,814	$ 79,152	92.6%	7.2%
Dane County	$ 32,703	$ 49,223	$ 60,519	$ 67,631	106.8%	11.8%
Median Renter Occupied Household Income						
McFarland	NA	NA	$ 39,855	$ 40,187	NA	0.8%
Dane County	NA	NA	$ 33,961	$ 39,413	NA	16.1%
Percent of Family with Income Below Poverty Level						
McFarland	3.6%	1.2%	2.0%	0.9%	-2.7%	-1.1%
Dane County	4.8%	4.0%	5.5%	5.9%	0.9%	0.4%
Percent of Individual with Income Below Poverty Level						
McFarland	4.6%	3.0%	3.8%	2.5%	-2.1	-1.3%
Dane County	10.5%	9.4%	11.6%	12.4%	1.9%	0.8%

1.4% margin of error

HOUSING COSTS					% Change	% Change
Median Rent	1990	2000	2006-09*	2013-17*	1990-17	2009-17
McFarland	$ 441	$ 641	$ 779	$ 939	112.9%	20.5%
Dane County	$ 423	$ 641	$ 832	$ 983	132.4%	18.1%
Median Homeowner Cost w/ Mortgage						
McFarland	$ 818	$ 1,313	$ 1,631	$ 1,820	122.5%	11.6%
Dane County	$ 805	$ 1,257	$ 1,510	$ 1,732	115.2%	14.7%
Medain Home Value						
McFarland	$ 82,700	$ 153,400	$ 230,000	$ 242,600	193.3%	5.5%
Dane County	$ 78,400	$ 146,900	$ 231,400	$ 242,700	209.6%	4.9%
Housing Costs as a % of Income - Renter						
McFarland	24.5%	23.1%	23.5%	28.0%	3.5%	4.5%
Dane County	26.0%	25.8%	29.4%	29.9%	3.9%	0.5%
Housing Costs as a % of Income - Homeowner						
McFarland	22.3%	22.4%	23.2%	22.8%	0.5%	-0.4%
Dane County	20.9%	22.2%	21.6%	22.0%	1.1%	0.4%

Source: US Census
*American Community Survey (this data can include significant margins of error)

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Fulltime Employees by Department/Function 2014 to 2018

	2014	2015	2016	2017	2018
Function/Program:					
General Government	9.70	10.14	10.56	9.26	10.45
Public Safety/Emergency communications	19.18	21.71	22.76	23.78	25.35
Public Works	11.43	12.45	12.72	12.87	12.90
Public Health	0.00	0.00	0.00	0.00	0.00
Libraries	7.78	8.19	9.06	9.21	9.29
Social Services (outreach)	3.09	3.01	3.04	3.11	3.02
Beach and Recreation	0.00	0.00	0.00	0.00	0.00
Education	0.00	0.00	0.00	0.00	0.00
Total	51.18	55.50	58.14	58.23	61.01

Management Partners

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Statement of Revenues, Expenditures, and Change in Fund Balances 2009 to 2020

GENERAL FUND

Revenues	Annual Audit (Baker Tilley)										Projected	Budget
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taxes	2,931,594	3,099,532	3,234,583	3,318,278	3,348,360	3,340,021	3,389,061	3,425,157	3,506,305	3,609,583	3,623,500	3,745,325
Intergovernmental	749,460	780,390	771,598	685,081	679,896	696,520	774,197	685,011	685,294	600,519	609,978	756,175
Licenses and Permits	62,512	60,906	89,531	91,210	112,054	98,733	129,919	258,763	626,718	526,649	618,891	506,250
Fines, Forfeitures, and Penalties	82,904	71,505	70,772	71,609	64,358	75,449	74,339	80,702	94,570	94,987	119,952	102,000
Public Charges for Services	261,064	211,694	193,026	250,028	229,882	202,691	274,968	274,254	308,440	322,124	407,840	435,000
Intergovernmental Charges for Services	233,328	187,259	188,280	205,209	207,448	213,324	190,343	216,392	225,764	247,232	327,250	364,000
Investment Income	32,683	12,526	8,064	8,521	6,700	5,983	11,134	23,162	38,335	76,139	129,922	100,000
Miscellaneous Revenues	121,360	242,524	226,016	361,572	221,707	264,617	235,318	201,234	155,152	172,398	505,116	361,000
Total Revenues	4,474,905	4,666,336	4,781,870	4,991,508	4,870,405	4,897,338	5,079,279	5,164,675	5,640,578	5,649,631	6,342,449	6,369,750

Expenditures	Annual Audit (Baker Tilley)										Projected	Budget
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Government	707,071	752,225	776,984	832,518	758,717	952,166	955,732	857,051	819,545	885,300	804,513	806,750
Public Safety	2,536,118	2,662,548	2,796,166	2,837,712	2,826,965	2,822,789	2,996,933	2,950,275	3,133,449	3,521,058	3,217,745	3,646,500
Health and Social Services	189,161	186,397	187,046	183,752	185,496	192,526	183,332	187,334	213,315	217,708	213,296	253,250
Public Works	945,901	942,473	932,869	972,312	933,519	806,248	731,892	716,867	783,813	817,987	973,671	1,026,000
Leisure Activities	211,533	209,345	202,529	219,605	214,385	199,094	250,116	267,754	262,837	277,086	208,563	410,750
Conservation and Development	77,711	76,889	76,463	74,151	74,417	77,272	79,245	82,687	86,813	7,925	495,490	226,500
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Principal Retirement	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Interest Charges	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	4,667,495	4,829,877	4,972,057	5,120,050	4,993,499	5,050,095	5,197,250	5,061,968	5,299,772	5,727,064	5,913,278	6,369,750

Other Financing Sources (Uses)	Annual Audit (Baker Tilley)										Projected	Budget
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Capital Lease Proceeds	0	0	0	74,888	0	76,174	0	0	0	0	0	0
Debt Issued	0	0	0	0	200,000	0	0	0	0	0	0	0
Debt Premium	0	0	0	0	0	0	0	0	0	0	0	0
Sale of Capital Assets	0	0	0	0	0	0	0	0	338,624	0	0	0
Transfers In	184,622	198,309	211,574	223,408	230,185	220,638	210,764	229,359	297,003	289,394	0	0
Transfers Out	0	0	0	0	0	(44,000)	0	(70,000)	(636,859)	(165,679)	(310,000)	0
Total Other Financing Sources (Uses)	184,622	198,309	211,574	298,296	430,185	252,812	210,764	159,359	(1,232)	123,715	(310,000)	0
Net Change in Fund Balances	(7,968)	34,768	21,387	169,754	307,091	100,055	92,793	262,066	339,574	46,282	119,171	0
Fund Balances - Beginning of Year	1,563,546	1,555,578	1,590,346	1,611,733	1,781,487	2,088,578	2,188,633	2,281,426	2,543,492	2,883,066	2,929,348	3,048,519
Fund Balances - End of Year	1,555,578	1,590,346	1,611,733	1,781,487	2,088,578	2,188,633	2,281,426	2,543,492	2,883,066	2,929,348	3,048,519	3,048,519

Fund Balance	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Assigned	540,156	627,430	528,947	482,954	805,050	607,297	724,068	638,417	570,308	570,214
Unassigned	1,015,422	962,916	1,082,786	1,298,533	1,283,528	1,581,336	1,557,358	1,905,075	2,312,758	2,359,134
Total Fund Balance	1,555,578	1,590,346	1,611,733	1,781,487	2,088,578	2,188,633	2,281,426	2,543,492	2,883,066	2,929,348
Unassigned Percentage of Total	65%	61%	67%	73%	61%	72%	68%	75%	80%	81%
Unassigned Percentage of Expenditures	22%	20%	22%	25%	26%	31%	30%	38%	44%	41%
Property Tax Levy	4,860,700	4,896,300	4,957,000	5,000,300	5,034,743	5,255,971	5,358,054	5,486,200	5,672,559	5,871,500	6,091,750	6,421,825
Property Tax Rate	6.19	6.19	6.28	6.36	6.42	6.67	7.01	7.22	7.22	7.09	6.77	6.55

Management Partners

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Statement of Revenues, Expenditures, and Change in Fund Balances 2009 to 2020

DEBT SERVICE

						Annual Audit (Baker Tilley)						Projected	Budget
Revenues	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taxes	1,178,687	1,198,888	1,181,184	1,192,909	1,183,259	1,242,982	1,288,533	1,308,941	1,273,320	1,332,500	1,414,750	1,557,500
Intergovernmental	0	0	0	0	0	0	0	0	0	0	0	0
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0
Fines, Forfeitures, and Penalties	0	0	0	0	0	0	0	0	0	0	0	0
Public Charges for Services	2,840	4,564	8,874	9,280	13,996	6,136	21,400	48,784	59,460	72,949	0	0
Intergovernmental Charges for Services	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	182	348	112	134	54	41	79	305	628	1,422	42,000	45,000
Miscellaneous Revenues	167,296	50,588	35,795	48,239	80,775	57,968	118,237	0	0	0	153,853	105,000
Total Revenues	1,349,005	1,254,388	1,225,965	1,250,562	1,278,084	1,307,127	1,428,249	1,358,030	1,333,408	1,406,871	1,610,603	1,707,500

						Annual Audit (Baker Tilley)						Projected	Budget
Expenditures	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Government	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety	0	0	0	0	0	0	0	0	0	0	0	0
Health and Social Services	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	0	0	0	0	0	0
Leisure Activities	0	0	0	0	0	0	0	0	0	0	0	0
Conservation and Development	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Principal Retirement	1,700,321	873,584	886,992	995,445	1,059,700	1,305,203	1,213,255	2,835,000	1,180,000	1,180,000	1,325,000	1,440,000
Debt Service - Interest Charges	454,391	393,099	400,295	270,507	250,257	209,754	174,502	237,776	114,569	240,676	321,755	267,500
Total Expenditures	2,154,712	1,266,683	1,287,287	1,265,952	1,309,957	1,514,957	1,387,757	3,072,776	1,294,569	1,420,676	1,646,755	1,707,500

						Annual Audit (Baker Tilley)						Projected	Budget
Other Financing Sources (Uses)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Debt Issued	0	0	2,890,000	0	0	0	0	1,710,000	0	0	0	0
Payment to Escrow Agent	0	0	(2,927,831)	0	0	0	0	0	0	0	0	0
Debt Premium	0	0	83,576	0	0	0	0	41,750	0	103,042	93,864	0
Sale of Capital Assets	0	0	0	0	0	0	0	0	0	0	0	0
Transfers In	26,477	25,737	24,803	23,869	22,934	0	0	0	184,280	165,679	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0	0	0
Total Other Financing Sources (Uses)	26,477	25,737	70,548	23,869	22,934	0	0	1,751,750	184,280	268,721	93,864	0
Net Change in Fund Balances	(779,230)	13,442	9,226	8,479	(8,939)	(207,830)	40,492	37,004	223,119	254,916	57,712	0
Fund Balances - Beginning of Year	1,247,090	467,860	481,302	490,528	499,007	490,068	282,238	322,730	359,734	582,853	837,769	895,481
Fund Balances - End of Year	467,860	481,302	490,528	499,007	490,068	282,238	322,730	359,734	582,853	837,769	895,481	895,481
Legal Debt Margin		-2.34%	0.74%	-5.03%	-2.52%	5.26%	3.15%	2.65%	8.37%	5.92%	12.84%	2.90%
Equalized Value	803,199,500	784,433,300	790,262,600	750,545,100	731,654,200	770,175,400	794,452,100	815,493,100	883,717,700	936,011,100	1,056,153,600	1,086,833,261
Debt Limit - 5% of Equalized Value	40,159,975	39,221,665	39,513,130	37,527,255	36,582,710	38,508,770	39,722,605	40,774,655	44,185,885	46,800,555	52,807,680	54,341,663
Outstanding Debt - Total	14,029,179	12,830,595	13,448,603	11,983,158	10,638,458	8,868,255	12,165,000	10,245,000	13,100,000	15,855,000	17,545,000	21,066,250
Outstanding Debt - Percentage	35%	33%	34%	32%	29%	23%	31%	25%	30%	34%	33%	39%
Debt Capacity - Total	26,130,796	26,391,070	26,064,527	25,544,097	25,944,252	29,640,515	27,557,605	30,529,655	31,085,885	30,945,555	35,262,680	33,275,413
Debt Capacity - Percentage	65%	67%	66%	68%	71%	77%	69%	75%	70%	66%	67%	61%

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Statement of Revenues, Expenditures, and Change in Fund Balances 2009 to 2020

CAPITAL PROJECTS

						Annual Audit (Baker Tilley)						Projected	Budget
Revenues	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Taxes	205,000	101,303	46,961	0	0	301,900	300,000	262,835	287,738	300,000	310,000	320,000
Intergovernmental	0	41,750	116,929	92,046	31,272	271,537	16,137	431,525	195,808	932,191	0	38,000
Licenses and Permits	0	0	0	0	0	0	0	0	0	0	0	0
Fines, Forfeitures, and Penalties	0	0	0	0	0	0	0	0	0	0	0	0
Public Charges for Services	0	0	0	0	0	0	0	0	0	0	60,000	60,000
Intergovernmental Charges for Services	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	5,691	1,798	1,530	2,653	995	733	1,337	22,587	56,663	67,435	50,000	50,000
Miscellaneous Revenues	539,286	4,499	2,785	18,225	2,298	83,160	54,209	138,650	0	63,296	1,106,000	520,000
Total Revenues	749,977	149,350	168,205	112,924	34,565	657,330	371,683	855,597	540,209	1,362,922	1,526,000	988,000

						Annual Audit (Baker Tilley)						Projected	Budget
Expenditures	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
General Government	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety	0	0	0	0	0	0	0	0	0	0	0	0
Health and Social Services	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	11,547	8,734	0	0	0	0
Leisure Activities	0	0	0	0	0	0	0	0	0	0	0	0
Conservation and Development	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay	94,730	291,051	420,866	182,824	56,994	710,600	1,252,079	2,034,104	2,793,834	5,698,664	3,812,569	5,467,250
Debt Service - Principal Retirement	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service - Interest Charges	0	0	0	0	0	0	25,042	0	44,264	0	0	0
Total Expenditures	94,730	291,051	420,866	182,824	56,994	710,600	1,288,668	2,042,838	2,838,098	5,698,664	3,812,569	5,467,250

						Annual Audit (Baker Tilley)						Projected	Budget
Other Financing Sources (Uses)	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Capital Lease Proceeds	0	0	0	0	0	0	0	80,195	66,577	0	0	0
Debt Issued	0	0	810,000	0	0	0	2,005,000	0	3,345,000	3,550,000	1,690,000	3,521,250
Debt Premium	0	0	0	0	0	0	25,190	0	43,884	0		
Sale of Capital Assets	0	0	0	0	0	0	0	0	1,769	22,943		
Transfers In	19,915	0	35,076	0	0	82,251	0	0	356,546	274,675	872,250	958,000
Transfers Out	(128,907)	0	0	0	0	(80,150)	0	0	0	0		
Total Other Financing Sources (Uses)	(108,992)	0	845,076	0	0	2,101	2,030,190	80,195	3,813,776	3,847,618	2,562,250	4,479,250
Net Change in Fund Balances	546,255	(141,701)	592,415	(69,900)	(22,429)	(51,169)	1,113,205	(1,107,046)	1,515,887	(488,124)	275,681	0
Fund Balances - Beginning of Year	(451,362)	94,893	(46,808)	545,607	475,707	453,278	402,109	1,515,314	408,268	1,924,155	1,436,031	1,711,712
Fund Balances - End of Year	94,893	(46,808)	545,607	475,707	453,278	402,109	1,515,314	408,268	1,924,155	1,436,031	1,711,712	1,711,712

Management Partners

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Annual Assessment 2011 to 2019

Real Estate Value Classes	2011	2012	2013	2014	2015	2016	2017	2018	2019 (est.)
Residential	619,356,600	618,739,600	620,336,700	596,793,700	625,991,700	651,630,900	692,046,900	769,308,708	842,013,995
Commercial	153,789,200	151,331,500	151,603,200	151,622,500	152,392,300	155,535,500	160,476,900	162,590,800	169,771,900
Manufacturing	3,559,300	4,595,100	5,439,700	5,014,900	5,049,200	5,204,700	5,261,900	5,178,300	5,178,300
Agricultural	3,500	3,500	21,900	21,600	21,800	11,100	26,300	79,000	99,600
Undeveloped	368,100	368,100	27,600	31,000	31,000	31,100	31,000	173,800	178,200
Agricultural Forest	0	0	0	0	0	0	0	56,900	62,700
Forest Lands	0	0	0	0	0	0	0	108,400	108,400
Other	0	0	0	0	0	0	0	0	473,900
Personal Property - General	9,667,837	8,772,460	9,426,600	10,112,500	9,748,500	9,035,900	9,309,400	5,042,800	5,326,900
Personal Property - Manufacturing	423,200	532,200	621,300	520,800	439,900	426,500	249,500	338,800	338,800
Total	787,167,737	784,342,460	787,477,000	764,117,000	793,674,400	821,875,700	867,401,900	942,877,508	1,023,552,695
		(2,825,277)	3,134,540	(23,360,000)	29,557,400	28,201,300	45,526,200	75,475,608	80,675,187
		-0.36%	0.40%	-2.97%	3.87%	3.55%	5.54%	8.70%	8.56%

Management Partners

Workload by Department 2014 to 2018

Planning and Development	2014	2015	2016	2017	2018
Building permits issued	389	374	467	426	589
Building Department Fees	64459.18	77074.05	133134.1	226.167.83	282893.82
Value of Building Permits	$4,735,000.00	$10,475,000.00	$22,379,468.00	$24,010,723.00	$50,821,705.00

Public Safety	2014	2015	2016	2017	2018
Part I crimes	136	107	98	105	91
Motor Vehicle accidents	160	184	157	159	174
Fire Calls	263	261	282	398	383
Medical Calls	626	647	705	829	830
Motor Vehicle enforcement	3198	2360	1685	1851	1881
Alarm Responses	71	81	77	69	107
Total Incidents	6468	5655	5020	5428	5484

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Workload by Department 2014 to 2018

	2014	2015	2016	2017	2018
Facility Management					
Miles of Road Maintained		38.4	38.6	40.1	41.1
Public Libraries	2014	2015	2016	2017	2018
Volumes in Collection	75235	76534	72944	74431	71382
Items circulated	203333	200178	200813	196537	187918
Attendance	5617	5375	10102	13823	17053
Events	199	170	341	474	567
Recreation	2014	2015	2016	2017	2018
Park Reservations	142	190	223	306	298
Human Services	2014	2015	2016	2017	2018
Dial-a-ride passengers	28	28	40	35	42
Dial-a-ride traveled miles	3064	5362	5539	6273	7431

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Workload/Descriptors by Department 2014 to 2018

Public Works	2014	2015	2016	2017	2018
Miles of Village Roads		38.4	38.6	40.1	41.1
Miles of sidewalks		23.8	24.3	27.2	29.2
Storm Sewers		15.3	15.9	16.4	17.1
Parks and Recreation	2014	2015	2016	2017	2018
Acreage	476.7	485.6	485.6	495.7	495.7
Playgrounds	12	12	12	12	13
Tennis Courts	8	8	8	8	8
Baseball/Softball fields	8	8	8	8	8
Basketball Courts	6	6	6	6	6
Beaches	0	0	0	0	0
Community Gardens	1	1	1	1	1
Bocce Courts	4	4	4	4	4
Shelter	3	4	4	4	5

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Environmental Scan

Questions and Comments

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